

**GOVERNAMENT ACCOUNTABILITY:
Study About the Perspective of User Satisfaction of Governmental Services**

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ABSTRACT

The objective is to evaluate the perspective of satisfaction of user's services provided by the government, considering the ideal of accountability in this sector. The research is descriptive, quantitative and qualitative. The methodological procedure adopted was the case study. Therefore, it was used as data collection technique questionnaires based on the standard instrument satisfaction survey - adapted IPPS. It was found that the services were evaluated by the user with low satisfactory results, and the perception that the user had of the reality was below of the expected quality. It was found also that the care of the receptionists, the ease to get the service and the service is well done were considered the most important features for user satisfaction, and the highest dissatisfaction rates were with the waiting time to be attended and the unwillingness of officials to answer questions.

Keywords: *Governmental Accountability. Quality in Organizations. User Satisfaction; IPPS Method; Public Service*

1 INTRODUCTION

Government organizations implies in cultivating transparency and respect the rights of stakeholders, those who have or claim right or interest in a corporation and its activities. In this context are framed the users of the public service, government funders by the payment of taxes and therefore they have the right to demand that these services are provided in a manner at least satisfactory.

But, often the financing of public power creates uncertainty over the implementation of these resources, if they are really being applied, and how they are being applied for the benefit of society, so that when talking about public bodies, one of the most important issues is the verification of the use of resources, and a way to make such verification is the *accounting* or *accountability*.

Therefore, this research is located in Government Accountability area as a means of making the public managers responsible and committed with their performance, and aims to assess the accountability of DETRAN/RO (Department of Motor Vehicles – DMV) under the user satisfaction perspective with the quality of service provided by the agency.

Thus, this study aims to answer the following question: What is the perspective of user satisfaction of DETRAN/RO, considering the accountability in the public service?

Looking to achieve the overall goal, it was intended during the research, obtain success in the following specific objectives: a) identify the factors considered most important, according to the user, for the quality of services provided by Detran/RO; b) evaluate quality expectative and perceived quality by the user regarding the services provided by Detran/RO; c) relate the self-assessment report and the plans to improve Detran/RO that were drafted in 2011, with the evaluation results of user satisfaction regarding to the items: employee care, ease to get the service and maintenance and infrastructure.

Thus, the survey was conducted at Metropolitan Transit Coordination of the State Traffic Department of State of Rondônia - COMETRAN – located in the municipality of Porto Velho, more precisely in the Customer Service User Section, belonging to the Capital Enabling Division.

The motivation for the study was due to the frequent criticism of the population to the public services, either by bureaucracy, insufficient resources or mainly by poor quality of care of professionals who provide the services. In conjunction with the constant criticism, another influential factor is the increasing population growth of Porto Velho city, reflecting in the increasing demand for services rendered by DETRAN/RO.

In this context, due to the need for the government to adapt to this new scenario and in order to serve this population group with efficiency and quality, meeting the expectations of the people continuously, there is now the need to evaluate whether DETRAN/RO can follow this demand without reducing the quality of service it offers to society, i.e., evaluate what is the current perspective of user satisfaction of services provided by DETRAN/RO, which is the goal set for this work.

It is expected that this study contributes to a better understanding of the various features needed for quality management in the public service according to the standpoint of accountability, in order to contribute to an improvement in service delivered and therefore meeting the demands of citizens.

2Theoretical-Empirical Framework

2.1 Governamental Accountability

There is no consensus in Brazil in relation to the concept of accountability, but to Mattei (2009) accountability refers to accountability, control and oversight of public officials for their actions and performance. According to the author, the term also implies the ability to require the inspection agent ruler of justification for their acts or omissions.

To Camêlo (2010) accountability is based on the accountability that governance agents should carry on their actions to those who elected them, fully accountable for all their acts or omissions in the performance of their duties, and therefore, the requirement of transparency of public acts.

Similarly, the concept of Bulgarim et al. (2011), accountability represents the obligation of the organization to account for their results, in function of the responsibilities because arising from the delegation of power. Tinoco (2002) adds that these responsibilities correspond to the commitment and obligation for the delegated person to perform efficiently and effectively.

However, Paul (1991) does not restrict public accountability to an accountability policy, arguing that it also refers to a set of approaches, mechanisms and practices used by stakeholders to ensure a level and type of desired performance of services public.

In accordance with Castaldelli (2010) the accountability can be understood as the way an organization presents its information to the entities and persons with whom it relates, stakeholders, demonstrating its accountability to them as far as the formal factors such as legal, and informal, such as environmental stresses.

Thus, accountability before only made up of economic and financial information, over time also began to incorporate qualitative information, such as organizational structure, strategic planning and environmental information.

According to Castaldelli (2010), in the public sector, as the financing is done by operation of law through the collection of taxes, there is not at first an interest of the administration disseminate widely financial information, as well as, managerial and strategic planning. Hence, the importance of society requires from the public sector

the accountability, the disclosure of the use of public resources given to economy, efficiency and effectiveness of the application of these resources.

For Paul (1991), the warranty of an effective public accountability increases when the public manager controls consistent measures of performance with public policy and are motivated to seek the realization of public welfare. In addition, accountability provides the measurement of consistency between public policies and services and its effectiveness will depend on the influence of stakeholders in monitoring and incentive for service providers.

Thus, Mattei (2009) addresses that the accountability has a great importance in the performance of public administration and democracy, because the more evolved democratic phase, the greater the interest in accountability, so accountability tends to follow the progress of democratic values such as equality, human dignity, participation and representation.

Mattei (2009) argues also that the first steps to the accountability of the public service to a participatory democracy are the development of a political culture and public consciousness. Thus, the citizen passes from the role of consumer of public services to an active role of subject of public decisions.

The State, in order to give more transparency to their actions in the public service needs to seek the quality of relationships between government and citizens, which must be the focus of public action (Mattei, 2009).

The development of bureaucratic structures to meet the state's responsibilities brings the need for citizens' rights of protection against abuses of power by the government or any individual invested in public service, thus, it is possible to see the important role of accountability in public administration and management control instrument (Mattei, 2009).

Increasing accountability levels, compliance with laws and ethics in the corporate environment the tendency is to increase the justice of the acts and decisions of governance agents in relation to users, helping to satisfy the society.

Since the focus of this work is in the evaluation of the perspective of user satisfaction of services provided by Detran/RO, it was considered the definition of accountability as the ruler of accountability and commitment to the performance of its management, and a mechanism for ensuring level and type of desired performance of public services, as the authors Paul (1991) and Matei (2009) say.

2.1.1 Accountability In The Brazilian Public Administration

In the Brazilian public administration the issue of corporate governance was already addressed in the Federal Constitution itself, where in the *caput* of article 37 of Chapter VII, sets about the principles to be observed by the direct and indirect public authorities: legality, impersonality, morality, publicity and efficiency (Louzada, 2010).

After the promulgation of the Constitution of 1988 it was adopted several other measures for the consolidation of accountability on the part of public administration.

The Law no. 9755/1998, the Public Accounts Law, observing the principle of administrative transparency through the Internet determined the creation of the website entitled "contaspublicas.gov" (public accounts) by the Federal Audit Court for disclosure of data and information allowing the consultation, among others, the accounting and financial statements of the Union, States, Federal District and Municipalities.

One of the main laws aimed at accountability is the Fiscal Responsibility Law - LRF, Complementary Law No. 101/2000, considered an identity letter of the public administration and serves to discipline the entire administrative process into law for civil society and government itself (Louzada, 2010). The FRL establishes in its Article 48 instruments of transparency in fiscal management.

They are instruments of transparency in fiscal management, which will be fully disclosed, including electronic means of public access: the plans, budgets and laws of budgetary directives; the accountability and its prior opinion; the Summary Report of the Executive Budget and Fiscal Management Report; and the simplified versions of these documents (Law No. 101, 2000).

Recently it was created the Law on Access to Information, Law No. 12,527 / 2011, in order to make more transparent the way of functioning of the government and provide society with the ability to control how the state is working with this law, which is another form of consolidation of government accountability.

Therefore, society as funding of public services, has the power to require any information regarding the use of public funds, the ideal way to accountability the acting of citizenship by charging higher quality and performance of the public service.

2.2 *A Quality In The Organizations*

According to Kotler (2009, p.65) "the quality is the totality of features and characteristics of a product or service they provide satisfy of stated and implied needs."

For Paladini (1994, p.11), "the quality is a process aimed at continuously improving the organization, indicating the need to be held constant assessments of what is being done." Thus, the quality is a requirement that is always evolving and the organizations seek to improve it in order to produce a service that meets the user.

For this same purpose, Paladini (1994, p.26) says that the quality "is a perfect element to define the company's relationship with its environment, and is the most efficient way to define how does occur the customer satisfaction" as well as realize the importance of quality for the organization.

Kotler (2009) states that the secret to provide high quality services is to meet or exceed the quality expectations of consumers. According to the author, the expectations are formed by experiences, disclosure word of mouth and advertising services company. Thus, consumers compare the service received with the expected service.

Paladini (1995, p. 114) also comments that "the human element is the feature that requires the greatest investment, but also determines the highest return in terms of contribution to the quality of production. According to Paladini (1995), to produce quality, the human element in the company should have goals, resources, appropriate work environment, motivation and competence.

A civil servant is one of the most influential element in the quality of public service, and to ensure the quality of service, he needs to know what are his duties, and how to behave more correctly, but it is useless the existence of these two items if he does not feel motivated to work, if he is in an environment that he does not feel good, and if the public administration does not provide equipment and resources to do their job well.

According to Kotler (2009) there are three important steps towards quality control.

1. Investing in selection and training of personnel;
2. Standardize the process of delivered service throughout the whole organization, through the programming of a service that describes the events and process involved in the service on a flowchart aimed to recognize the weaknesses of the service;
3. Monitor customer satisfaction through suggestions and complaints systems enabling that weak services are detected and corrected.

2.3 *Importance of Quality Evaluation*

"As important as producing quality is evaluate it. Moreover, it comes from the very importance of the quality of the decision making its evaluation"(Paladini, 1994, p.11). Paladini (1994, p.166) also states that "the evaluation aims to, in a last analysis, measure whether or not the organization's improvements in terms, of course, of quality".

For Paladini (1994), the evaluation of the quality of services from the customers is made considering the determination of the customer satisfaction level, which means measuring the degree of demand for service adjustment or in what measure the service meets customer expectations. This is the most important evaluation because it verifies whether, or not, there is the achievement of the basic goals of the organization.

2.4 *Standard Instrument of Satisfaction Survey - IPPPS*

In order to provide a methodology and a research tool to any public organization interested on the evaluation of satisfaction, the Executive Management of the National Programme of Public Management and Debureaucratization – (GesPública Programme) prepared a Manual for Evaluation of Public Service User Satisfaction, which is currently in its second version. The searching tool proposed by the Manual is called IPPS (Satisfaction Survey Standard Instrument).

The IPPS is a standardized survey questionnaire that investigates the satisfaction level of user of public service and it was designed to suit any public body providing direct service to citizens. It was prepared from the combination of the main international methodologies of user satisfaction measurement, among them the SERVQUAL developed by the experts Zeithaml, Parasuraman and Berry, based on the five dimensions of quality of a service:

1. Reliability: Ability to perform the promised service safely and accurately.
2. Responsiveness: Willingness to help and provide quick service.
3. Safety: The knowledge and courtesy of employees and their ability to inspire trust and responsiveness.
4. Empathy: Care and individualized attention to consumers.
5. Tangibility: Appearance of physical facilities, equipment and staff. (Kotler, 2009)

The IPPS aims to address all evaluation items of satisfaction that may be of interest to a public organization and each organization can choose from the available items, those that contemplate the nature of their service and their managerial interests.

The questionnaire is based on the existence of five generic dimensions of service that are present in any type of service, as follows: tangible aspects, empathy, assurance, responsiveness and reliability, structured, respectively, with the following questions: conservation and infrastructure, the courtesy of employee, staff capacity, the service is done right and easy to get the service, as well as other questions that accomplish the same dimensions, in order to allow an evaluation in greater depth of each. It also contains three independent assessments to the service as a whole and for each dimension of the service: the expectation of the service, the evaluation of the service and the importance of each dimension of service.

2.5 User Satisfaction X Expectation

Kotler (2009) states that satisfaction is a function of perceived performance and expectations. If performance is far from expectations, the consumer is dissatisfied. If performance meets expectations, the consumer will be satisfied and if exceed them, he will be highly satisfied or delighted.

Paladini (1994) has also defended the existence of an important combination between satisfaction of needs and attention to expectations. According to him, if the service meets to what is proposed, there is a satisfied consumer; if not, there is a frustrated consumer. Without meeting the basic needs, their expectations will be hardly overcome, in this case, the most common is to have an angry consumer. If, beyond meeting the basic needs, the service meets the expectations not formulated, there is a captive consumer, delighted with the product.

To Zeithaml (2003, p.87) "Satisfaction is inclusive: it is influenced by perceptions of service quality, product quality and price and the perceptions of situational and personal factors."

"Consumer emotions can also affect their perceptions of satisfaction with the products and services, such emotions can be stable and preexisting, as example mood and life satisfaction" (Zeithaml, 2003, p.88). To Kotler (2009), relations with employees also reflect on relations with consumers so that the selection, training and employee motivation can make a big difference in customer satisfaction. Therefore, employees must show competence, attention, responsiveness, initiative, ability to solve problems and goodwill.

2.6 State Department of Transit - DETRAN/RO – (DMV)

The State Department of Transit - DETRAN/RO is a State Municipal Autarchy created by Law No. 134 of October 20, 1986, as a state autarchy responsible for transit policy of the State of Rondônia in relation to motor vehicles and driver's license. Its main activities are the records of these vehicles and the qualification of drivers. Endowed of legal personality under public law and administrative and financial autonomy, it is part of the National Traffic System linked to the State Secretariat of Security, Defense and Citizenship. It is driven by the federal law on traffic, for its own statute and other rules issued by the State Government (Internal Statute, 2008). It is the competence of DETRAN/RO: to plan, organize, execute and control the activities related to the traffic within its competence, fulfilling and enforcing specific legislation and applying the sanctions contained therein; inspect, license, license plate of vehicles and renew licenses, issuing new candidates to certificates to driver's license and issue national driver's license (Internal Statute, 2008).

DETRAN has jurisdiction and headquarters in the State of Rondônia and scope over the whole territory of the State of Rondônia and enjoys all the legal rights granted to public bodies (Law No. 134/1986).

DETRAN/RO has 1577 servers distributed in the capital and in Headquarters Buildings of the Metropolitan Coordination, Outposts, Shopping Cidadão (call centers for citizens), Hangar of Seized Vehicles and Patrimony – Warehouse in the countryside cities, according to the Report of Self-Assessment Management prepared in 2011.

DETRAN/RO has a service structure, providing services to citizens through Regional Jurisdictions of Transit - CIRETRANS, which are distributed by the State, and Traffic Service Stations located in Shopping Cidadão in the cities of Porto Velho and Ji-Paraná and it is also present in all municipalities in the state of Rondônia (Internal Statute, 2008).

DETRAN/RO has in its structure with the Metropolitan Coordination of Transit - COMETRAN, located in the Capital, where it has the Customer Service User Section, subject to Division of Enabling of the capital, which is responsible for: receiving, checking and filing processes of RENACH (national register of drivers), register and setup service of the RENACH system processes; deliver and receive fees for the requested services; issue and deliver protocol required services; disclose practical examinations of vehicles direction to customers; provide background information, linked to the sector; and guide the client to the medical and psychological examination necessary to habilitation service requested; and other related activities.

Section of Customer Service User, subjected to Division of Enabling of the capital, meets Monday through Friday, from 8 a.m. to 2 o'clock p.m., with five service desks.

Due to the growing demand, DETRAN/RO, concerned about the quality of services provided to the user, joined in 2004 to the Quality Program in the Public Service - PQSP, today called the National Program for Public Management and Debureaucratization - GesPública, aiming to become in a model organization on public management excellence.

In response to the adhesion to GesPública and due to the need for development and implementation of projects aimed at reducing the bureaucracy, that might compromise the quality of the service, DETRAN/RO drafted in 2011 a Self Assessment Report of Management to evaluate the organization's management, identifying strengths and opportunities for improvement, aiming to improve its performance in order to achieve excellence in public service.

Among various criteria discussed in the Management Self-Assessment Report, which are aimed to evaluate the service provided to citizens, are the following: to assist the user to use the services it was provided an information desk; due to increased demand it was also provided service stations in the capital and in the countryside, as well as, services on the Internet; the complaints and suggestions available channels are verbal or through the office vehicles coordinator and clearance, which, immediately, analyzes and solves the problem or transfer it to the competent sector.

On the Self-Assessment Report, among the items related to staffing and performance management of staff stated that: the allocation of servers is made with a previous interview, in order to verify their capabilities and qualities and then are forwarded to sectors related to their potential; the managing of people's performance is made through courses, training, lectures, workshops, but there is no remunerated incentive for performance of servers to achieving goals views; there is no identification of factors that affect the well-being, satisfaction and motivation of people, there is only one improvement and adjustment since 2007 in infrastructure with respect to renovations, building of Ciretrans, acquisition of equipment and furnishings; there is no assessment or survey of satisfaction of servers.

Based on Management Self-Assessment Report, DETRAN/RO developed in 2011 an Improvement Plan, which contains some goals for 2012, such as updating standards procedures, deadlines, and local values, add data to the electronic portal, prepare booklets and improve signage in CIRETRAN; check the server's satisfaction with the organizational climate and quality of life; extract the most of the capacity and skills of servers and achieve excellence in the application and allocation of human capital.

Thus, considering the ideal of public service Accountability, the study aims to evaluate the user satisfaction perspective of DETRAN/RO services/RO using the standard instrument IPPS research.

3 METHODOLOGICAL PROCEDURES

This study fits in a descriptive research as to objectives, because it describes aspects and/or the behavior of the analyzed population. As for the procedures, it is a case study and how to approach the problem as primarily

qualitative, because of the need to do analysis of the studied phenomenon highlighting features that are not observed only in a quantitative study; and quantitative due to the use of percentage analysis in data processing.

The research population is composed by service users of the Section of Customer Service of COMETTRAN, Metropolitan Transit Coordination of Rondônia Traffic State Department. The sample is defined as non-probabilistic and intentional or rational selection because the questionnaire was answered by 50 patients seen in Section of Customer Service User, subject to the Capital Enabling Division, located at COMETTRAN, on the July 11th, from 8 am to 10 am, 12 and 13 from 10am to 12pm, 16 and July 17, 2012 from 12am to 14h, considering the large flow of care.

To collect the data, it was built a questionnaire in order to identify the perception of user satisfaction with the service received by the User Support Section of COMETTRAN and reasons judge determining that assessment.

The questionnaire was based on the standard instrument satisfaction survey – IPPS, adapted, and originally developed by SEGEP- Secretariat of Public Management. The IPPS is a standardized survey questionnaire investigating the Satisfaction level of a public service.

To accomplish the research objectives was used even self-assessment report information management carried out by the agency in a study in 2011 about the items: employee care, ease to get the service and maintenance and infrastructure.

For the treatment of the data, it was used theoretical references and the self-assessment report of the agency's management of this study, considering the objectives of the research, it is being necessary still the percentage analysis of the responses and the use of demonstrative graphics.

In the data analysis, it was identified at first profile of users, frequency of use, the service requested, then there was the factors considered most important for user satisfaction and the relationship between their expectation of quality and perception the received quality based on the five dimensions of quality of IPPS, which were, tangible aspects, empathy, assurance, responsiveness and reliability, structured, respectively, with the following questions: conservation and infrastructure, the care of employees, employee capacity, service be well done and easy to get, as well as other questions that accomplish the same dimensions in order to permit an evaluation in greater depth of each. It also contains three independent assessments to the service as a whole and for each dimension of the service: the expectation for the service, the actual evaluation of the service and the importance of each dimension of service.

4 DATA ANALISYS AND RESULTS

The analysis of the results was structured in stages and they were the identification of the user profile, identifying the most important factors for satisfaction, the expectations and perceived quality and satisfaction with every feature of the service, considering the five dimensions and ending with the perception of the user about the term accountability.

4.1 User Profile

In this topic it is proposed at checking the profile of users surveyed, such as gender (Figure 1), age group (Figure 2), frequency of use (Figure 3) the Service section in which the study and sought service.

According to Figures 1 and 2, 58% of users were male and 42% female, and the predominant age group between 18-30 years. It can be seen therefore that prevailed among the surveyed males and users with a relatively young age.

In frequency of use, 30% of users were first to the Section researched, 22% attend the Section once a year, 22% once every five years, 16% more than once every five years, 8% more than once per year and 2% once every 3 years, as states Figure 3, it can be seen from these data that the majority of the investigated people went to the Section for the first time, usually go once a year or once every five years.

It was found that the services with major demand (Figure 4) were to renewal of driving license, for 30% of respondents, requesting permanent driver's license, 12% of the researched. However, services as change of register, addition of second category, 2nd copy of the driver's license were the less popular.

4.2 Most Important Factors For Satisfaction

The objective is to identify what are the more important factors considered, according to users, to their satisfaction with the services provided by Service Section on study, shown in Figure 5.

In assessing of the most important factor to user satisfaction, 54% answered that the care of the staff, 18% the facility to get the service, 18% believe the service is well done, 8% the capacity of staff and only 2% consider maintenance and cleaning of the Section.

It is noticed that according to most users, the most important factor for their satisfaction with the services of the Section is the service of the staff, shown in Figure 6.

When asked to users what is the second most important factor for their satisfaction with the services of the Section, 32% responded that the facility to get the service, 32% the service is well done, 22% the employees' care, 12% the capacity of staff and only 2% the conservation and cleaning Section.

Thus, when it is found that the second most important factor to user satisfaction, it was eventually identified that for most users there are two factors with a second degree of importance, namely: the service is well done and the ease to get service.

4.3 Expectative and Perception of Overall Quality

This step intends to check the satisfaction of the users in function of their expectations about the overall quality of the Section of Customer Service and their perception quality actually received at the end of the service, considering the understanding of Kotler (2009), who states that satisfaction is a function of perceived performance and expectations. If performance is far from expectations, the consumer is dissatisfied. If performance meet expectations, the consumer will be satisfied and if exceed them, he will be highly satisfied or delighted. This issue is shown in Figure 7.

The evaluation of the expectations of users concerning overall quality of the Section of Customer Service revealed that 56% of users expected the quality was considered good, 30% great 10% regular and 4% bad. It is observed with the data that predominated the percentage of users who had the expectation that the overall quality of the services Section was considered good, according to data of Figure 8.

In assessing the perception of the user regarding and the overall quality of services provided by the Section, 44% considered the overall quality as fair, 32% good, 18% bad, 4% worst and 2% great, according to data of Figure 8.

The research revealed that although more than half of respondents had the expectation that the overall quality of Section of Customer Care was considered good (Figure 7), the quality perceived by users is being considered from regular to good by the majority of respondents.

4.4. Expectancy and Perception of Quality of The Five Dimensions of Service

The following is intended to verify the satisfaction of users about the quality of the five dimensions of quality of IPPS, which are, tangible aspects, empathy, assurance, responsiveness and reliability, structured respectively, with the following questions: conservation and infrastructure, employees care, staff capacity, well done service and ease to get the service, assessing the expectation of quality and their perception of the received quality for each of these items.

The assessment data from user expectation as to items conservation and infrastructure, employees care, employee capacity, service done right and easy to get the service, revealed that all items the expectation of most users was that the quality was good to excellent, as shown in Figure 9.

However, in assessing the quality perceived by users, the biggest of majority said that the quality was from regular to good, except for the item easy to get the service, where quality was poor to bad assessed (Figure 10.). Thus, it is observed that the quality perceived by users as the five items are bellow of their expectations of quality, in other words, for most users the perceived performance did not meet expectations.

4.5 Satisfaction Level With The Quality of Product Characteristics Related To The Five Dimensions of Service

In this item it is analyzed the degree of user satisfaction in regard to the characteristics that operationalize the five service quality dimensions in order to permit an evaluation in greater depth of each of them and identify their influence on the overall quality.

4.5.1 Satisfaction With The Service of The Employees

In the evaluation of satisfaction with the care of the employees are evaluated items such as kindness, attention and respect; good will; clear explanations and equal treatment.

The data from the assessment of satisfaction with the characteristics related to the employee's service, considered the most important item for satisfaction, show that most users are dissatisfied with the willingness of staff to answer questions and are not very satisfied with the kindness, attention and respect.

In regard to equal treatment, except due to priority treatment to the elderly, pregnant women and persons with disability, 32% of users consider themselves satisfied and 26% little satisfied. Regarding to explain clearly and precisely, 34% of users consider themselves satisfied and 32% somewhat satisfied, as shown in Figure 11.

About the employment factor in the Self-Assessment Report of Management of DETRAN / RO, the agency reported that the performance management of people in order to stimulate better results is done through courses, training, lectures and workshops, there is no incentive remuneration for performance of the servers in order to achieve goals, and are not identified the factors that affect the well-being, satisfaction and motivation of people and there is no assessment or survey of satisfaction of servers. It can be seen in the report the lack of mechanisms that aim to identify and address the reasons that may interfere with the good will of service of employees, determining factor in dissatisfaction of users in this item, as well as, the kindness, attention and respect, another item of low satisfaction to users.

4.5.2 Satisfaction With The Capacity of Employees

In the evaluation of satisfaction with the ability of employees are evaluated the ability to solve problems, the service is delivered quickly, the knowledge to do the job and the organization of employees.

In the evaluation of satisfaction with the ability of employees, Figure 9, users had rated the quality as fair. Analyzing the satisfaction with the characteristics related to the ability of employees, Figure 12, it was found that most users are satisfied with the ability to solve problems and have the knowledge to do the job. As for these items, according to the data on the Self-Assessment Report of Management of the agency, the allocation of servers is made with a previous interview in order to verify their capabilities and qualities and are then forwarded to sectors related to their potential and there is also the training of personal through courses, training, lectures, and workshops.

It is verified still that extract the maximum capacity and and skills of servers and achieve excellence in the application and allocation of human capital are one of the Improvement Plan goals drawn up in 2011 by DETRAN/RO.

In relation to satisfaction with the organization of the staff and the speed to deliver the service, much of it was considered somewhat satisfied.

4.5.3 Satisfaction With The Maintenance And Infrastructure

In the evaluation of satisfaction with the conservation and infrastructure, the item considered of minor to user satisfaction, are evaluated aspects such as cleaning and conservation, local comfort of waiting, air conditioning, the building location, sufficient equipment for the care, identification of employees and visibility of signs.

Regarding to satisfaction with the characteristics related to maintenance and infrastructure it is observed that the items, which prevailed user satisfaction, are cleaning and maintenance of the Section and the air-conditioned environment of the section (Figure 13).

As for the comfort items of the waiting place and location of the building, a great part of it was considered somewhat satisfied.

In the evaluation of satisfaction with the items identification of employees, enough equipment to do the job and the visibility of road signs, also dominated the little satisfaction of users (Figure 14), although included in the Self-Assessment Report of DETRAN/RO the existence of improvements and adjustments in infrastructure with respect to reforms, building Ciretrans, acquisition of equipment and furniture as well as the goal of improving the signage in COMETRAN until January 2012, according to the Improvement Plan prepared by this entity in 2011.

4.5.4 Satisfaction With Easy To Get The Service

After it is analyzed the satisfaction with aspects related to the ease to get the service, as follows: opening hours of the Section of Service, waiting time to receive care, length of service, forms and documents are easy to understand and fill, options that exist to contact the section, existence of the post of information and guidance, ease of paying the requested services and channels to make complaints or suggestions.

It was still identified the waiting time for users to answer in order to relate to the evaluation of satisfaction with the waiting time item to be served.

The ease to get the service was identified as one of the most important items for user satisfaction, however, it was also a feature where there was a great rate of dissatisfaction with the waiting time to receive care (Figure 15), 34% dissatisfied users and 26% somewhat satisfied.

Regarding to the opening hours of the Section, 36% of users are less satisfied and 30% appear to be satisfied. The duration of treatment was also the item of little satisfaction for 40% of users.

The facility to understand and fill out the forms and documents obtained a great level of satisfaction, 40% of users.

As for the waiting time to receive care, 34% of users have waited more than 60 minutes and 28% expected between 46 to 60 minutes, as shown in Figure 16. It should be noted that this data might have been decisive in the outcome of the evaluation of satisfaction with the waiting time to be attended, which prevailed dissatisfaction.

It was found that most users are not well satisfied with the options that exist to contact the Section and the channels to make complaints or suggestions (Figure 17), although on this last item, the Self-Assessment Management Report, DETRAN reports that complaints and suggestions are made verbally and through letter to the enabling coordinator who, immediately, analyzes and solves or transfers the problem to the relevant sector.

As for the items easier to pay the requested services and the existence of Information and Guidance Desk, it is observed that most users is met.

4.5.5 Knowledge About Accountability

To identify users' knowledge about the concept of accountability, in the end of the survey it was asked to the user if he heard the term accountability, if so, but do not know the meaning or do not know what it means. The result is shown in Figure 18.

The result was almost unanimous expressing lack of knowledge about the term, where 88% have never heard of, 8% have heard but do not know what it means and only 4% know what it means.

5 CONCLUSION

This study aimed to verify the prospect of satisfaction of users of the service provided by DETRAN/RO, in the Customer Service User section, where the research had limitations due to the restricted and conflicting opening hours with the working hours of the researchers, so that the survey was conducted at different times during the five-day study. Another factor that limited the research was the users resistance to answer the questionnaires, both because of hurry as, in many cases, the nervousness and impatience due to long waiting time for the service.

However, the study reached the goal to which it is proposed, where it was found that the services were evaluated by the user with little satisfactory results, so that the perception that the user had about the reality was below the expected quality, it is far from what one might wish. It was found also that the characteristics considered most important to the user's satisfaction are the attention of the staff, the ease to get the service and the service is well done and that the highest dissatisfaction rates were to the waiting time to receive the heed and the unwillingness of officials to answer questions.

It is then up to the manager to adopt procedures to expedite service, either by simplifying procedures or increase booths of care in order to reduce user waiting time.

Considering the dissatisfaction with the unwillingness of servers to answer the questions, it is emphasized the importance of further studies to identify the factors that affect the well-being, satisfaction and motivation of

people through the evaluation or satisfaction survey of servers, so it is possible to adopt mechanisms that are addressed to remedy the reasons that interfere with good will of service of employees.

Thus, the user, as the financier of public services is a key stakeholder in the quality of service he gets from the government and although do not know the meaning of accountability, has the right to demand from the public sector accountability and commitment to lend quality services at least satisfactory, that is, has the right to demand government accountability, which provides consistency between public policies and services and whose effectiveness will depend on the influence of the citizen in his role of monitoring and incentive for service providers.

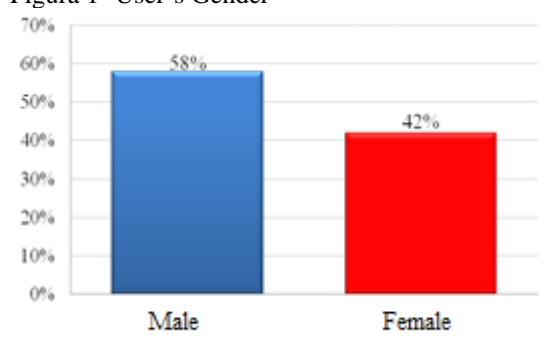
Therefore, to achieve the ideal of government accountability is critical the performance of the society through the exigency of best quality and performance of public services.

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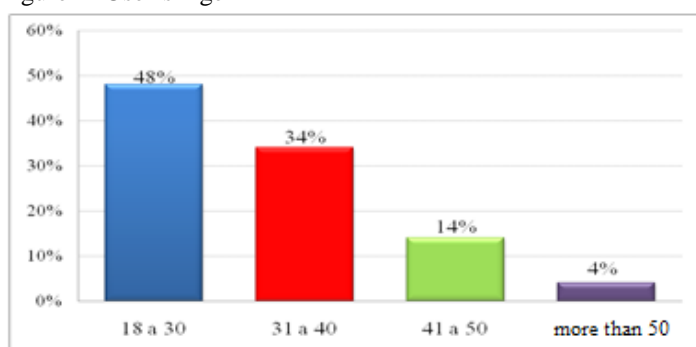
FIGURES AND DIAGRAMS

Figura 1- User's Gender



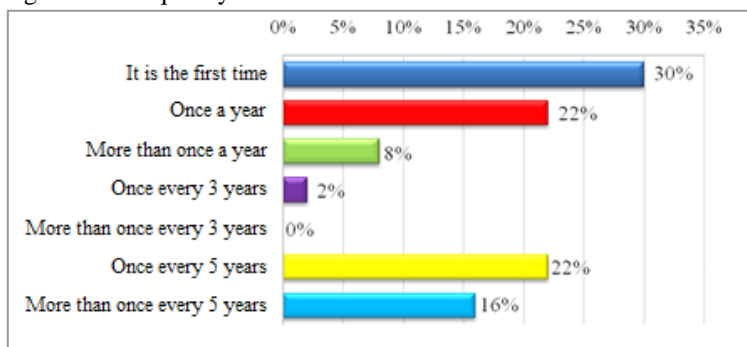
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Figure 2- User's Age



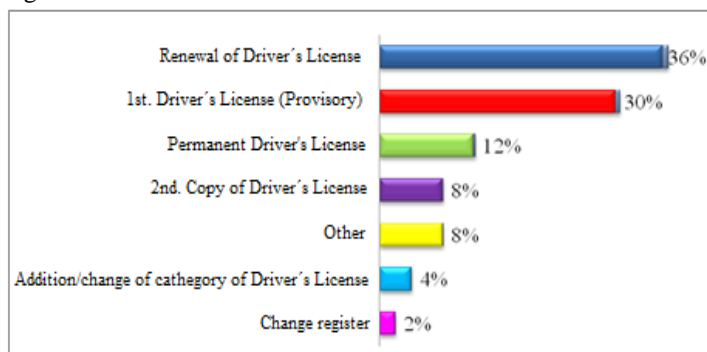
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Figure 3 – Frequency of Use of the Customer Service User Section of the Enabling Division



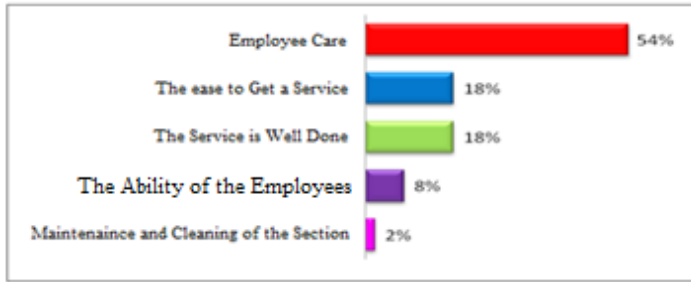
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Figure 4 - Wanted Service



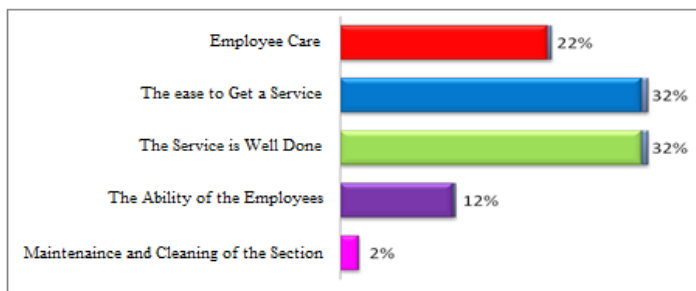
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Figure 5 - Most Important Factor for Satisfaction



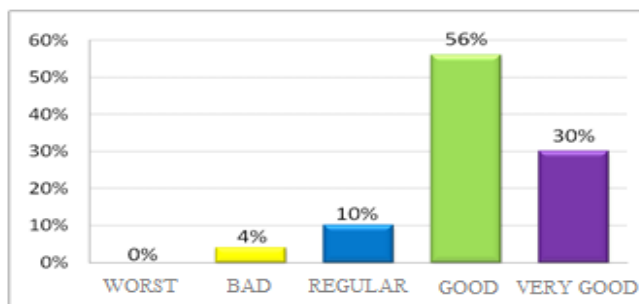
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Figure 6 - Second Most Important Factor For Satisfaction



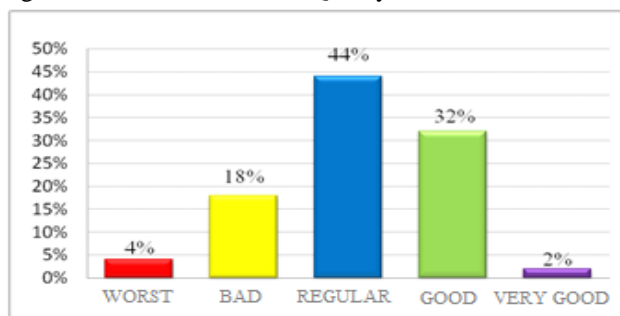
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Figure 7 - Expected Overall Quality



Source: Own authorship

Figure 8 - Overall Perceived Quality



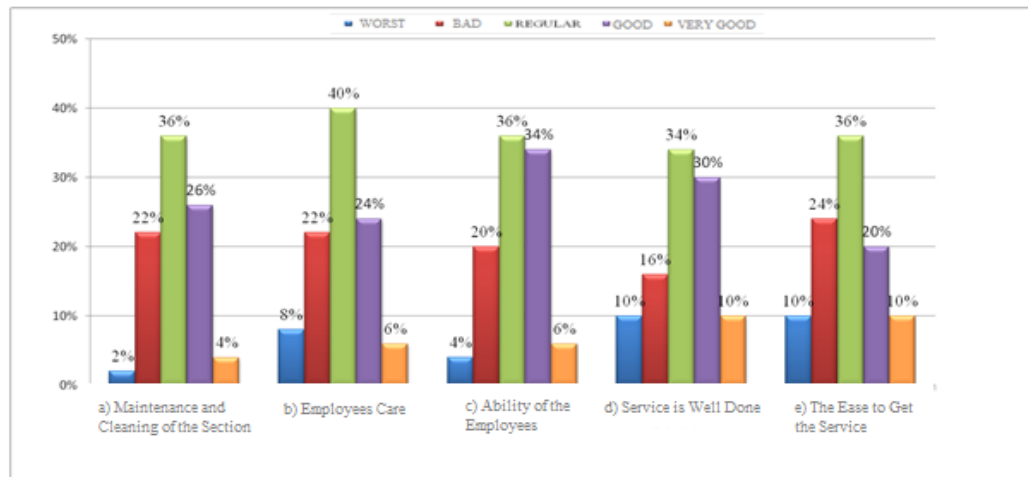
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Figure 9 - Quality expectancy



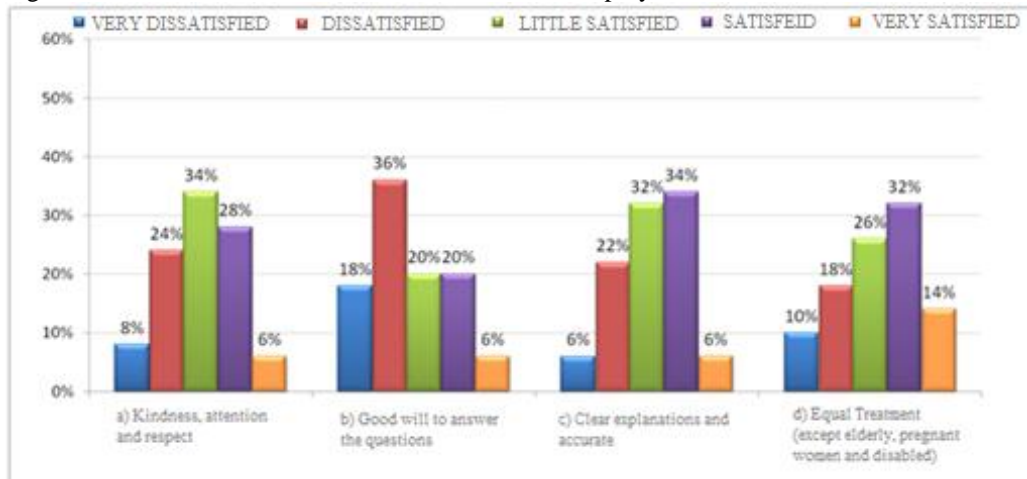
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Figure 10 - Perceived Quality



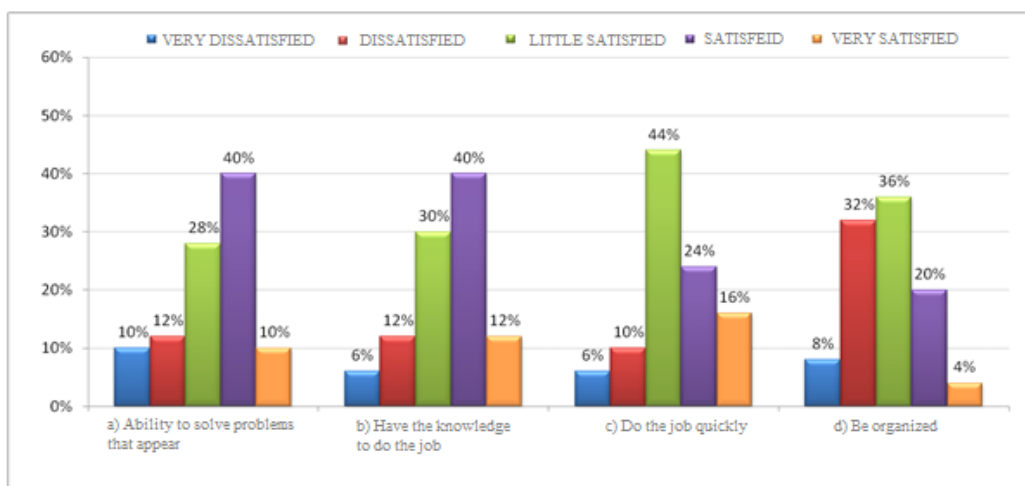
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Figure 11 - Level of Satisfaction with the Service of Employees



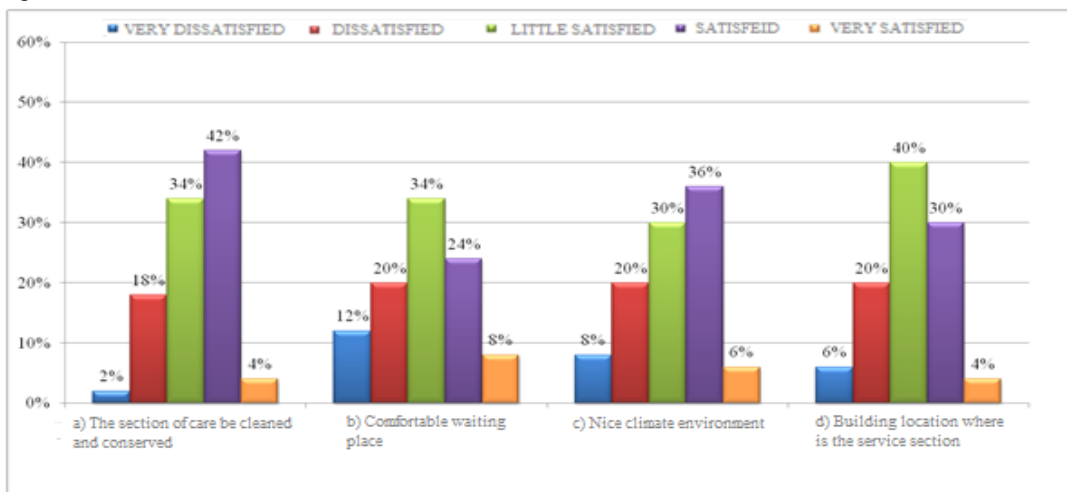
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Figure 12 - Level of Satisfaction with the capacity of officials



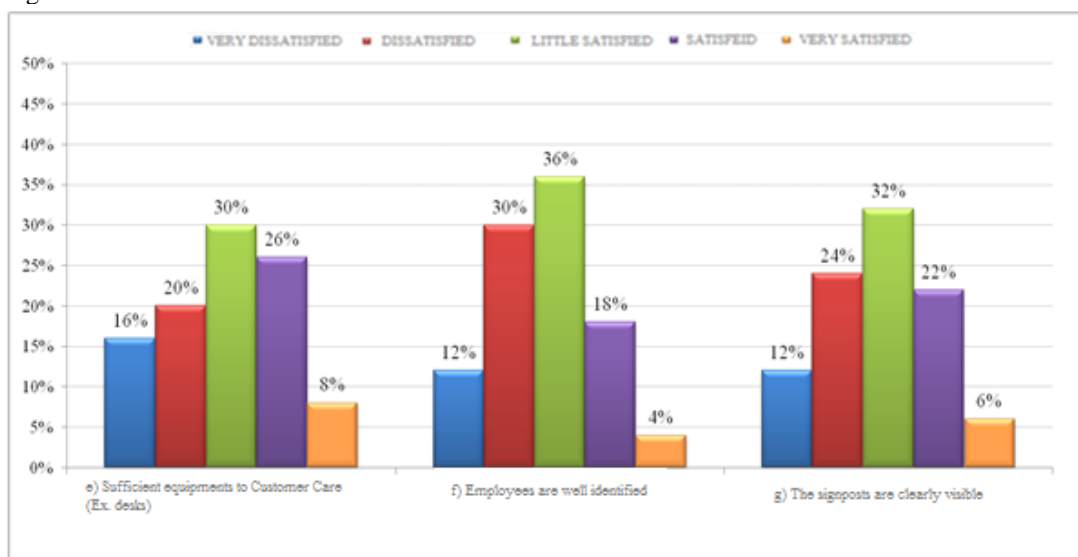
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Figure 13 - Satisfaction with the Maintenance and Infrastructure – 1



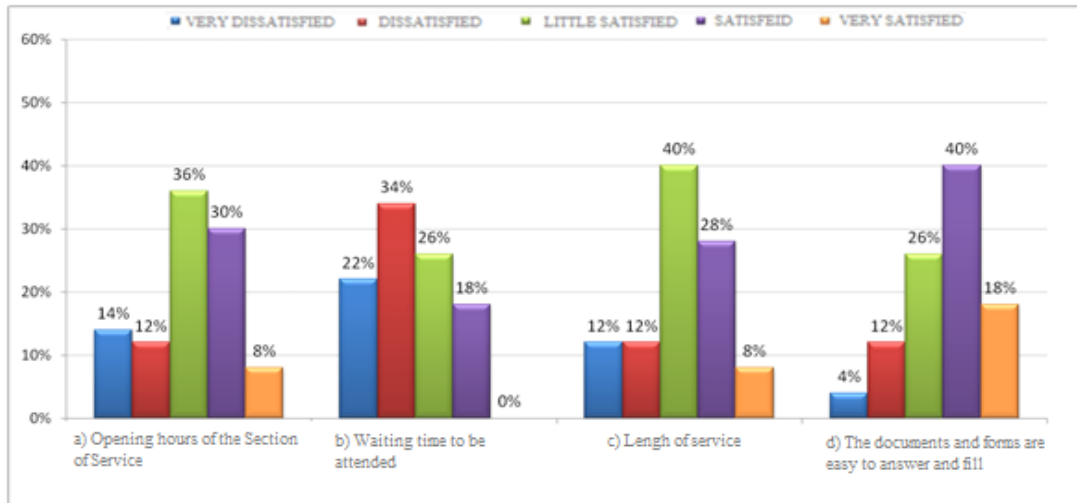
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Figure 14 - Satisfaction with the Maintenance and Infrastructure – 2



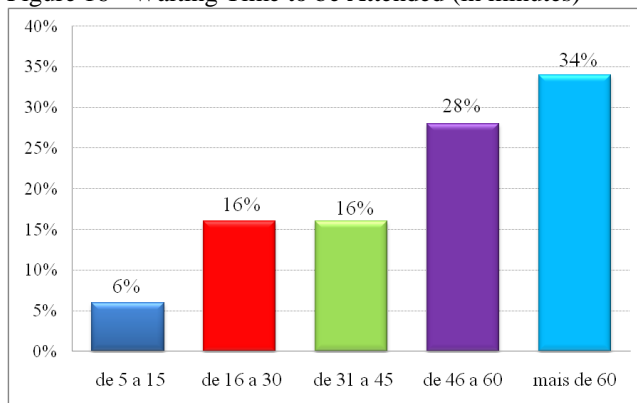
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Figure 15 - Satisfaction with the Ease to Get the Service - 1



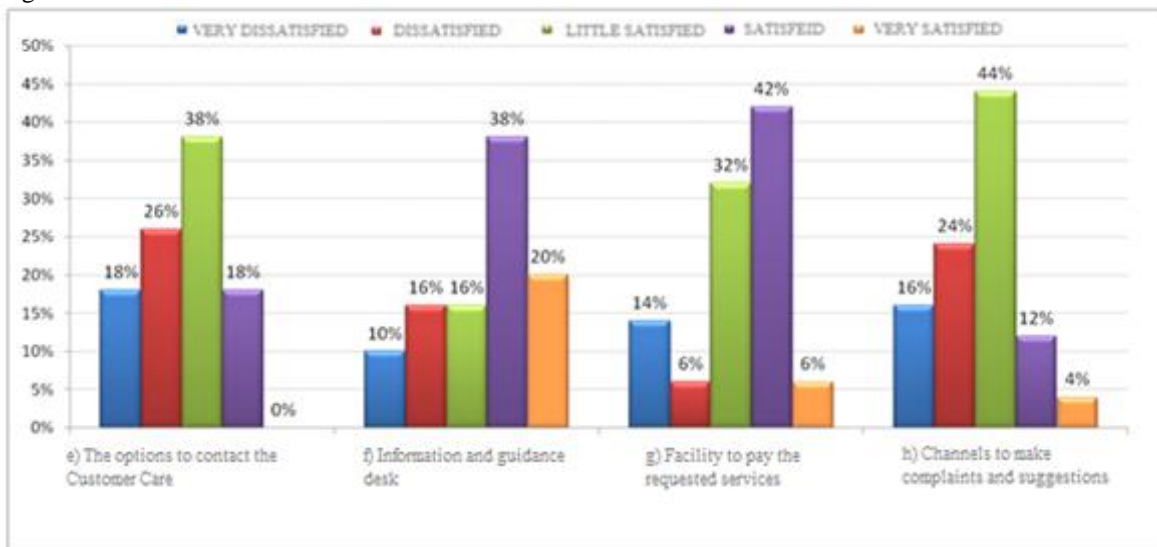
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Figure 16 - Waiting Time to be Attended (in minutes)



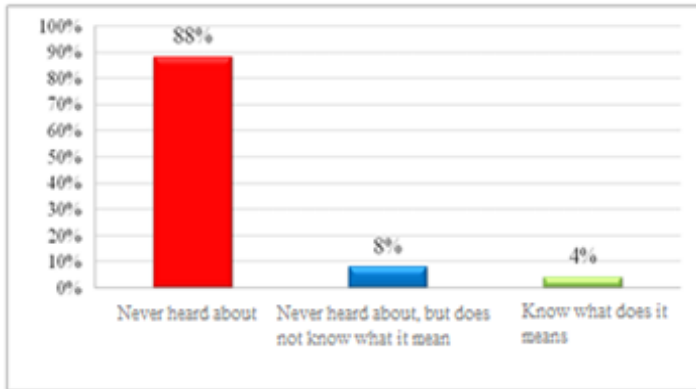
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Figure 17 - Satisfaction with the Ease to Achieve Service - 2



Source: Own authorship

Figure 18 - Knowledge of Accountability



Source: Own authorship